



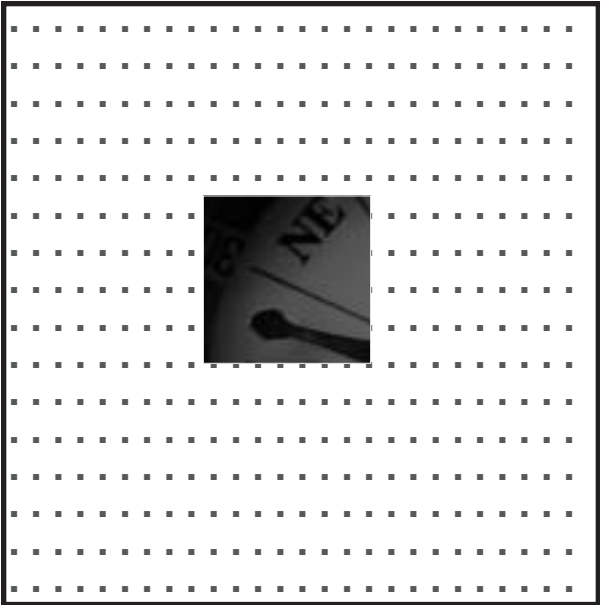
# Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



## **HEALTH AND HUMAN SERVICES MISSION STATEMENT**

“To improve the quality of life  
and promote maximum  
independence through the  
provision of health care,  
housing, and social and human  
services to those in need.”





# Health and Human Services *Component*

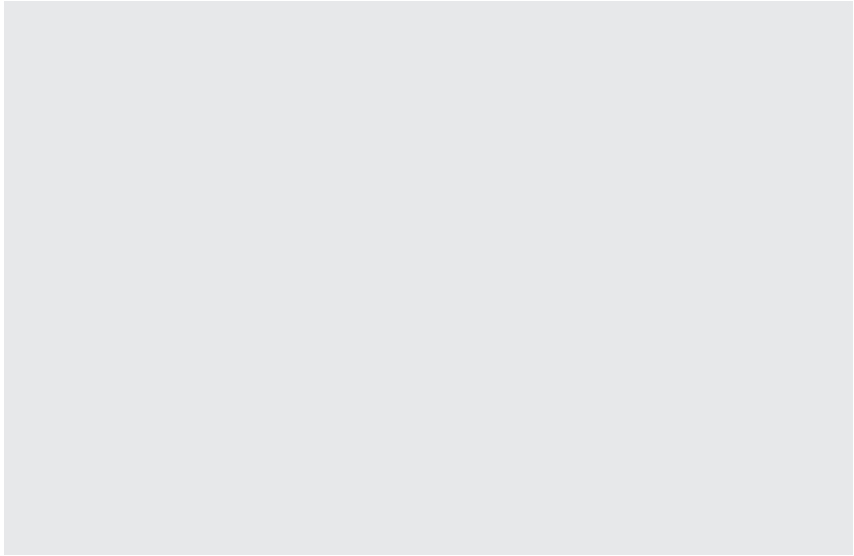
MIAMI-DADE COUNTY STRATEGIC PLAN

## Introduction



The Health and Human Services Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Health and Human Services Strategic Area component of the Miami-Dade County Strategic Plan.



# Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

## Background & Trends

We identified the trends and events that may impact our ability to provide or improve health and human services as well as the strengths and weakness of our County government to meet these challenges.

Population growth, particularly growth in the number of low income residents, has led to a significant demand for services

in Miami-Dade County. Related social concerns, such as unemployment and the large number of residents without health insurance, have further stressed the health and human services delivery system. At the same time, immigration and the rapid diversification of the immigrant community continue to alter Miami-Dade County's customer base.

Land use issues have also arisen as major concerns in recent years. The real estate boom has contributed to a shortage of affordable housing in Miami-Dade County, as well as a lack of available developable land, and the relative capacity of the surface transportation system to link customers to services has become a significant driver of the County's ability to effectively deliver services.

**HEALTH AND  
HUMAN SERVICES  
STRENGTHS,  
WEAKNESSES,  
OPPORTUNITIES  
AND CHALLENGES  
IDENTIFIED**

*The goals, desired outcomes and strategies developed by the community and County staff in the Health and Human Services Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.*

**STRENGTHS**

The County has many years of experience in providing a wide range of health and human services and has the help of a large, diverse group of employees. The Miami-Dade County community has a strong social conscience, and private, nonprofit organizations such as the Human Services Coalition and the Alliance for Human Services offer valuable support.

**CHALLENGES**

A large number of County residents currently lack health insurance, and poverty is widespread. Traffic congestion and lack of transit linkages limit residents' access to services. Additionally, social service dollars are often the first to be cut at the federal and state level. Finally, a lack of trust of County government may limit the County's effectiveness as a direct service provider.

**WEAKNESSES**

The County faces the constant challenge of securing adequate resources in the face of extensive community need, and has not always been able to maintain its capital facilities or take advantage of new technologies. Additionally, shortcomings in planning and program management were cited.

**OPPORTUNITIES**

Services can be improved by expanding communication and education efforts to the community and elected officials, as well as by continuing efforts to build coalitions and public-private partnerships. The County can also take better advantage of the County's e-government resources and identify potential service delivery efficiencies.

# Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

## Goals



### GOAL

#### ELIMINATE BARRIERS TO CARE

Since 1991, a one-half penny sales tax has funded the provision of health care through Jackson Memorial Hospital and the Jackson Health System, which currently provides almost \$400 million in unreimbursed care each year. Nonetheless, the high number of uninsured County residents (estimated at 450,000, of which 100,000 are children)

continues to pose significant challenges for the County.

Although a number of state and federal programs provide insurance coverage to low income children and adults, not all eligible residents are aware of these programs. To address this issue, the County can expand its outreach efforts, despite the difficulty of reaching immigrant families who may be fearful of deportation. The County can also support efforts to lobby for the expansion of these programs,

though the availability of dollars may be limited.

The lack of public transportation to health and human service sites, and the County's heavy traffic congestion, is another frequently cited barrier to care. The recent passage of the People's Transportation Plan can improve accessibility, given adequate coordination between transportation staff and the human services departments.

#### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000	RESPONSES AMONG RESIDENTS AGE 65 AND OLDER
<i>To what extent do you agree that Miami-Dade County Government has an effective transportation system?</i>	35% Agree 22% Neither agree or disagree 43% Disagree	28% Agree 25% Neither agree or disagree 46% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Reduced rate of uninsured Countywide <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Continue to develop communitywide outreach campaigns to target areas with large uninsured populations and continue enrolling eligible persons in existing programs</li> <li>■ Encourage other providers to provide outreach dollars and insurance through Health Flex Plans</li> <li>■ Encourage state and local governments to expand eligibility for Medicaid</li> <li>■ Encourage expansion of Title XII to include families and immigrant children</li> <li>■ Expand outreach to enroll residents in existing programs</li> </ul>	<ul style="list-style-type: none"> <li>■ 20% reduction in rate of uninsured in Miami-Dade County within two years</li> </ul>
Improved public transportation to health and human services facilities throughout Miami-Dade County <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Utilize recently-approved transit tax to fund expansion of transportation system with links to health care and social service facilities, particularly in South Miami-Dade County and to low income residents</li> <li>■ Ensure ADA compliance on transit routes</li> <li>■ Waive/reduce co-pay requirement for Special Transportation Services (STS) and address current service gaps</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of users of health and human services satisfied or very satisfied with transit access to health care</li> </ul>



## GOAL

### IMPROVE THE FUTURE OF MIAMI-DADE COUNTY'S CHILDREN AND YOUTH

Close to 600,000 children and youth under the age of 18 currently reside in Miami-Dade County. These children need

access to services-including quality childcare and after-school programs in order to achieve their future potential. Unfortunately, today, despite great progress starting from just 17 accredited facilities in 1998, only 214 of more than 1,200 licensed childcare centers in our community have national accreditation.

Despite the challenges, Miami-Dade County has a long history of providing services to children and families. The Department of Human Services and Community Action Agency provide or fund a wide range of child and youth services including subsidized childcare, Head Start, job training and criminal justice intervention and mediation programs. The Parks and Recreation Department and Public Library System offer a variety of extracurricular programs for children and youth of all ages. Additionally, voters have recognized that early investment in the well-being of our young people is directly related to our future quality of life, and in September 2002 established The Children's Trust and approved the levying of up to one-half mill of property taxes to fund improvements in children's health, safety, and development. These resources will be needed to address the multiple needs of childcare providers, particularly those serving low-income areas. Also critical to meeting the needs of our community's children will be coordination among the various County departments, the Children's Trust, and private community based organizations.

#### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000		
	GOOD	SO-SO	POOR
<i>How do you rate Miami-Dade County as a place to raise children?</i>	44%	35%	21%
<i>How do you rate Miami-Dade County's recreation programs and facilities?</i>	54%	33%	13%
<i>How do you rate Miami-Dade County's Health and Human Services?</i>	48%	28%	24%



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased access to and quality of childcare facilities ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Expand the number of childcare facilities</li> <li>■ Geographically distribute childcare facilities in areas of need (with participation by the Children's Trust)</li> <li>■ Expand the number of nationally accredited childcare facilities</li> <li>■ Improve training and expertise of teachers/staff involved in childcare</li> <li>■ Educate parents/caregivers on the benefits of quality care and education</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in number of childcare facilities in areas of need within three years</li> <li>■ 40% increase in number of childcare facilities with national accreditation within three years</li> </ul>
Increased access to culturally sensitive outreach/ prevention and intervention services for Miami-Dade County children, youth and their families ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Coordinate with Recreation and Culture and Public Safety Strategic Areas to expand access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families</li> <li>■ Provide parenting classes for parents/caregivers</li> <li>■ Expand resources for parents (counseling, extra-curricular activities, etc.)</li> <li>■ Coordinate with the Children's Trust, Miami-Dade County Public Schools, etc., to enhance awareness of available services (relative caregiver programs, parent hotline, etc.)</li> <li>■ Coordinate with Public Safety Strategic Area in expanding network of programs serving troubled youth by advocating for funding and ensuring non-duplication of services for this population</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of users satisfied with accessibility to intervention/ prevention services within three years</li> <li>■ 90% of users satisfied with available parenting/caregiver services within three years.</li> <li>■ 30% increase in graduation rates</li> </ul>
Young adults with basic education, skills, and values ( <i>priority outcome</i> )		



# GOAL

## PROMOTE INDEPENDENT LIVING THROUGH EARLY INTERVENTION AND SUPPORT SERVICES



There is broad consensus among the community that early investment to address health and human services needs, particularly health care and elder care, will result in a higher quality of life for residents and long term cost savings. Additionally, there is recognition that a number of special needs populations require access to a full continuum of support services. These include people with disabilities, refugees and new entrants, the homeless, substance abusers and

survivors of domestic violence and sexual assault.

Although widespread poverty and funding limitations are serious challenges, several County departments have extensive experience providing needed services, and services could be improved further by increasing coordination between the departments. Community based organizations funded through the Public Health Trust, the Alliance for Human Services and the Homeless Trust are also key partners in these efforts.

### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>Overall, how would you rate services provided by Miami-Dade County Government? (Respondents 65 years or older only)</i>	48%	41%	11%
<i>How do you rate the ease of finding out which trains and buses to take? (Respondents 65 years or older only)</i>	50%	26%	23%
<i>To what extent do you believe that Miami-Dade County has an effective transportation system? (Respondents 65 years or older only)</i>	28%	25%	46%
	NOT A PROBLEM	MINOR PROBLEM	MAJOR PROBLEM
<i>Do you believe that homelessness in your area/neighborhood is a major problem, minor problem, or not a problem?</i>	67%	18%	15%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Healthier community ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Expand disease management at primary care centers</li> <li>■ Expand health education through outreach, with information linking residents to services and facilities</li> <li>■ Expand outreach efforts to educate the population regarding preventive care</li> <li>■ Pursue expansion of school based health care</li> </ul>	<ul style="list-style-type: none"> <li>■ Community health status</li> </ul>
Increased access to full continuum of support services for people with disabilities	<ul style="list-style-type: none"> <li>■ Maintain and expand support services for people with disabilities through Jackson Health System, federally qualified health centers, Department of Health and community providers</li> <li>■ Coordinate with Transportation Strategic Area to improve access to and customer service for public and special transportation services for people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of people with disabilities satisfied or very satisfied with service access within three years.</li> </ul>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services</p>	<ul style="list-style-type: none"> <li>■ Increase priority level in the allocation of funding to targeted special populations</li> <li>■ Develop specialized treatment facilities for dually diagnosed individuals, including housing options</li> <li>■ Expand mental health services at Locktowns facilities operated by Jackson Health System</li> <li>■ Pursue Crisis Intervention Team certification for all police officers</li> <li>■ Expand outreach efforts to immigrants and new entrants regarding available health and human services</li> </ul>	<ul style="list-style-type: none"> <li>■ 5% reduction in re-institutionalization rates for the mentally ill, substance abusers, homeless and recently-released inmates over the next three years</li> <li>■ 90% of immigrants and new entrant service users satisfied with services provided within three years</li> <li>■ 90% of sexual assault and domestic violence victims/survivors satisfied or very satisfied with service access within three years</li> </ul>
<p>Greater number of elders able to live on their own</p>	<ul style="list-style-type: none"> <li>■ Expand home support services for elders</li> <li>■ Expand access to adult day care and other senior programs (e.g., case management, financial assistance, food programs, mental health services, etc.) for all geographic areas and ethnic groups</li> <li>■ Coordinate with Transportation Strategic Area to improve access to public and special transportation services for elders</li> <li>■ Coordinate with Economic Development and Public Safety Strategic Areas to provide consumer fraud protections for elders</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of users very satisfied with access to elder services/services provided within three years</li> </ul>



**GOAL**  
**ENSURE UNIVERSAL**  
**ACCESS TO TIMELY**  
**AND ACCURATE**  
**SERVICE INFORMATION**  
**AND COMMUNITY**  
**RESOURCES**

Participants in the Strategic Planning process agreed that adequate access to information and services at the neighborhood level is essential to meeting the community health and human services needs. Although some information regarding services is available on the County's web site, the Internet is not a primary source of information for low income or elderly residents. The County can improve awareness by

increasing outreach efforts through more traditional media and ensuring that call center staff as well as staff at neighborhood facilities have a thorough knowledge of available resources. Enhancing the existing network of neighborhood facilities, increasing the use of mobile units, and continuing to fund local community organizations, meanwhile, can expand neighborhood access to services.

**2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS**

<b>SURVEY QUESTION</b> (RESIDENTS COUNTYWIDE)		<b>RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000</b>	<b>RESPONSES AMONG RESIDENTS AGE 65 AND OLDER</b>
<i>When you need to contact the County Government, what is the primary resource you use to find out where to call or visit?</i>	<b>Blue Pages</b> <b>MDTV</b> <b>MDC Answer Center</b> <b>Call 411</b> <b>Website</b> <b>Other</b>	<b>45%</b> <b>3%</b> <b>11%</b> <b>27%</b> <b>5%</b> <b>8%</b>	<b>66%</b> <b>2%</b> <b>9%</b> <b>15%</b> <b>3%</b> <b>5%</b>
<i>How often have you visited the County Government website in the past 6 months?</i>	<b>Never</b> <b>Once or twice</b> <b>Several times</b> <b>About once a month</b> <b>About once a week</b>	<b>78%</b> <b>10%</b> <b>8%</b> <b>2%</b> <b>2%</b>	<b>83%</b> <b>9%</b> <b>6%</b> <b>1%</b> <b>2%</b>
<i>Do you believe that Miami-Dade County communicates to residents on a timely basis regarding matters that affect them?</i>	<b>Agree</b> <b>Neither agree nor disagree</b> <b>Disagree</b>	<b>35%</b> <b>27%</b> <b>38%</b>	<b>29%</b> <b>31%</b> <b>40%</b>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved information accessibility regarding available health and human services	<ul style="list-style-type: none"> <li>■ Create community-wide directory of resources/services for mass distribution</li> <li>■ Link County web pages to community resources web pages</li> <li>■ Create communications workgroup involving all County department public relations directors to develop coordinated media campaign</li> <li>■ Enhance countywide information dissemination system to include service costs and funding allocations</li> <li>■ Expand direct linkages to vital services/resources information through a user friendly computer network</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of residents expressing an opinion satisfied or very satisfied with information availability and accessibility within three years</li> </ul>
Increased utilization of available health and human services across all neighborhood facilities	<ul style="list-style-type: none"> <li>■ Enhance existing network of neighborhood based facilities such as Neighborhood Service Centers (DHS), Community Enrichment Centers (CAA) and One Stop Centers (MDHA)</li> <li>■ Expand use of mobile units</li> <li>■ Continue providing care at primary care centers, introducing specialty services at neighborhood clinics</li> <li>■ Ensure distribution of resources and service delivery availability in areas of greatest need as identified by neighborhood indicators in social service documents such as the Social Services Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>■ 10% increase in utilization of services across all neighborhood facilities within three years</li> </ul>



# GOAL

**PROVIDE ADEQUATE, QUALITY, AND AFFORDABLE HOUSING EQUITABLY THROUGHOUT MIAMI-DADE COUNTY**

The 2003 Resident Satisfaction Survey identified the lack of affordable housing as one of the three greatest areas of concern (neighborhood issues) among UMSA residents, and close to half of survey respondents making less than \$25,000 per year consider the lack of quality affordable housing to be a major problem in the community. The real estate boom of recent years and the decreasing



supply of developable land have exacerbated the problem.

Several County departments, most notably the Miami-Dade Housing Agency, currently offer programs to address the issue by providing subsidized housing and assistance to

homebuyers. Existing resources can be better leveraged through partnerships with private sector organizations and by enhancing the availability of information on existing programs throughout the community.

## 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)		RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000	RESPONSES AMONG RESIDENTS AGE 65 AND OLDER
<i>Do you believe that lack of affordable housing is a major problem, minor problem, or not a problem in your neighborhood?</i>	Not a problem	33%	51%
	Minor problem	22%	24%
	Major problem	45%	26%
<i>Do you consider the amount of run-down houses and buildings a major problem, minor problem, or not a problem in your neighborhood?</i>	Not a problem	59%	76%
	Minor problem	27%	17%
	Major problem	14%	7%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased availability of affordable and special needs housing ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Assess existing land use policies and building codes and identify affordable and special needs housing barriers</li> <li>■ Coordinate with affordable and special needs housing providers and County Planning and Zoning staff to review potential changes and their impact (e.g., land use density increases impact on the surrounding community, schools, etc.)</li> <li>■ Develop and implement a countywide policy for the equitable geographic distribution of affordable housing</li> <li>■ Ensure the habitability of existing housing for very-low, low and moderate income residents</li> </ul>	<ul style="list-style-type: none"> <li>■ 10% increase in the number of affordable and special needs housing over the next five years</li> </ul>
Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County	<ul style="list-style-type: none"> <li>■ Continue providing low interest rehabilitation loans to elderly homeowners</li> <li>■ Identify and market programs that assist the elderly with housing maintenance</li> <li>■ Provide resources to assist the elderly in accessing programs</li> <li>■ Expand the availability of assisted living facilities in low income public housing</li> </ul>	<ul style="list-style-type: none"> <li>■ 10% increase in the number of elderly homeowners served in one year</li> <li>■ 10% increase in the number of elderly users remaining in their homes within one year</li> </ul>





## GOAL

### ENSURE HIGH QUALITY STANDARD OF CARE AND CUSTOMER SERVICE COUNTYWIDE

Forty-three percent of respondents to the 2003 Resident Satisfaction Survey rated the County's health and human services as either "good" or "very good", with slightly higher levels of satisfaction among low income and elderly respondents. The survey also revealed that, in general, customer service satisfaction depends upon the ability to get the issue resolved, the impression that staff "go the extra mile", and the relative professionalism and courteousness of staff.

Customer service and service quality are high priorities for County government in all service delivery areas. Of particular note is the Department of Human Services' accreditation by the Council on Accreditation. The County can improve its efforts in this area through closer departmental coordination and attention to the increasing need for linguistic and cultural competence and sensitivity, given the diversity of the County's population.

#### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
<i>How do you rate Miami-Dade County's Health and Human Services?</i>	GOOD	SO-SO	POOR
<b>ALL RESPONDENTS</b>	43%	32%	26%
<b>RESPONSE AMONG RESIDENTS THAT MAKE LESS THAN \$25,000</b>	48%	28%	24%
<b>RESPONSE AMONG RESIDENTS AGE 65 AND OLDER</b>	47%	32%	21%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved customer service and care in health and human services <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Develop and implement a training curriculum that addresses issues of professionalism, customer services, cultural and linguistic competence, etc.</li> <li>■ Establish uniform standards for service delivery including wait times, telephone responses, cleanliness of facilities, etc.</li> <li>■ Develop and implement uniform tools for customer service measurement, including promoting performance standards for all positions</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of customers of the health and human services area satisfied or very satisfied with service delivery and customer care within three years</li> </ul>
Reduction of health and human service unmet needs <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Enhance and expand interface and coordination between the County and other social services planning groups (such as the Alliance for Human Services, the Human Services Coalition, Youth Crime Task Force, etc.) to include: <ul style="list-style-type: none"> <li>■ joint prioritization of service needs and revenue development from County, federal, state, and private sources</li> <li>■ decisions in the funding/decision-making process</li> <li>■ priorities for CBO funding</li> </ul> </li> <li>■ Continue to advocate at the state and federal level for additional health and human services funding</li> <li>■ Utilize a centralized planning approach to identify gaps in services and prioritize services that need dedicated sources of funding</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of residents satisfied or very satisfied with availability of health and human services</li> <li>■ Dollars in unfunded needs met over a five year timeframe</li> </ul>



# GOAL

## DEVELOP POSITIVE RELATIONSHIPS AMONG ALL GROUPS TO PROMOTE UNITY IN MIAMI-DADE COUNTY

In a community as diverse as Miami-Dade County, it is perhaps not surprising that tensions between different ethnic,

linguistic and cultural groups sometimes arise. Only 29% of Resident Satisfaction Survey respondents feel that the County has a good “sense of community”, and when asked the open-ended question, 'If there are one or two quick actions that Miami-Dade County government could take now to improve your area/quality of life, what would they be?', several respondents expressed

views related to discord among community groups.

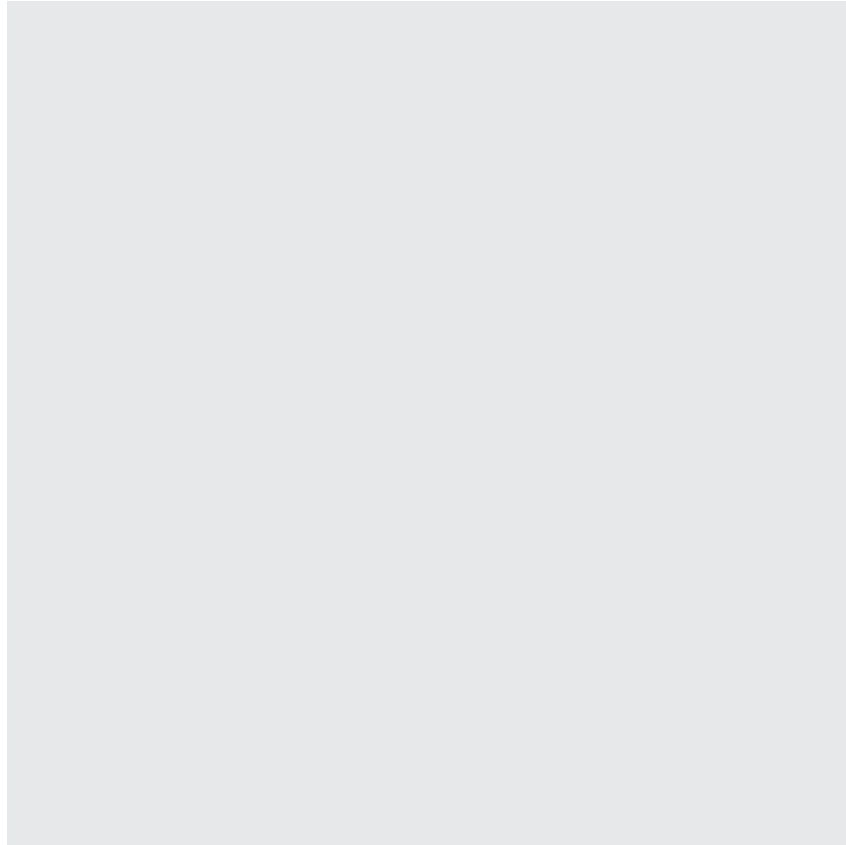
The Office of Community Relations strives to improve relations between all groups by providing opportunities for meaningful inter-group dialogue, developing an efficient crisis prevention and response system, and conducting regular surveys regarding community relations.



### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>How would you rate Miami-Dade County as having a sense of community?</i>	29%	36%	35%
	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE
	20%	30%	50%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved community relations in Miami-Dade County	<ul style="list-style-type: none"> <li>Develop, adopt and implement a comprehensive and coordinated plan for improving community relations (including educational programs, community events, programs for youth, and ensuring all communities have access to resources/services)</li> <li>Promote community relations activities to ensure greater participation</li> </ul>	<ul style="list-style-type: none"> <li>80% of residents and businesses satisfied with Miami-Dade County's efforts to improve community relations within 5 years</li> </ul>



## Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

# The Development Process

The development of the Strategic Area Plan for Health and Human Services included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:



**Fernando Colon**  
*Director of Youth  
 Leadership  
 Development/Outreach*  
 Aspira of Florida

**Alexandria Douglas**  
*Executive Director*  
 Alliance for Human  
 Services

**Kametra Driver**  
 We Care of South Dade

**Martin Fine**  
 Holland & Knight

**Yvonne Greene**  
*President*  
 Overall Tenant  
 Advisory Council

**Jose Greer, M.D.**

**Edith Humes-Newbold**  
*Executive Director*  
 South Florida Employment  
 and Training Consortium

**James J. James, M.D.,  
 Ph.D, MBA**  
*Director*  
 Miami-Dade County  
 Health Department

**Dr. George Koonce**  
*Associate Superintendent  
 for School Operations*  
 Miami-Dade County  
 Schools

**David Lawrence**  
 Childrens Services Council

**Daniella Levine**  
*Executive Director*  
 Human Services Coalition  
 of Dade County

**Emilio Lopez**  
*C.E.O.*  
 Borinquen Health  
 Care Center

**Judith Rosenbaum**  
*Field Office Manager*  
 Agency for Health Care  
 Administration

**Max Rothman**  
*Executive Director*  
 The Center on Aging,  
 Florida International  
 University

**Ruth Shack**  
*President*  
 Dade Community  
 Foundation

**Sarah Tompkins**  
 CAA Citizen Participation  
 Director

**Dr. J.C. Wise**  
 African-American  
 Christian Clergy

These individuals provided the leadership and community expertise needed to make the Health and Human Services Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Health and Human Services Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting health and human services in Miami-Dade County, drafted a Health and Human Services mission statement, and drafted preliminary strategic

goals. Also critical to the process were the existing plans and initiatives within the County as much work had already been accomplished in the Health and Human Services Strategic Area, including for example:

- The Mayor's Health Care Initiative
- The Alliance for Human Services Comprehensive Health and Social Services Master Plan
- Jackson Health System Strategic Plan

## Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

